HR TRANSFORMATION

Lisa R. Marin, SPHR, Director of Personnel   **It's a New Day!**

DISTRICT-WIDE HR TRANSFORMATION BEGINS

To better serve our customers, the D.C. Office of Personnel (DCOP) is leading a District-wide Human Resource (HR) Transformation to "create a human resources system that delivers great service to our customers and contributes to the Government of the District of Columbia being an employer of choice."

We will realize this vision through:

- Streamlined and efficient processes that help our customers fulfill their missions;

- Clear, consistently applied policies that are based on best practices;

- Systems and programs that help us attract, recruit, promote, and retain the best people; and

- Skilled and knowledgeable human resource professionals who deliver outstanding customer service.

We have listened to our customers, stakeholders and staff. Two significant areas they identified for improvement are more consistent application of HR policies across agencies, and more efficient processes to hire employees, classify positions, and process separations.

While DCOP will lead this transformation, we have reached out to our customers and business partners, such as the Office of the Chief Technology Officer, the Office of the Chief Financial Officer, and the Office of Labor Relations and Collective Bargaining. We are all part of the HR delivery system, and we all need to take part in identifying and implementing solutions to transform it.

Our goals for the District-wide HR Transformation are ambitious: to redesign the HR system from the bottom up and examine how the District manages one of its greatest assets: its human resources. We hope to make fundamental changes to how we do business so that we can better meet the needs of our customers in all District agencies, as well as applicants and former employees.

To achieve this transformation, we have created several committees to guide us towards our goals. On the next pages you will find a detailed listing of the membership and the mission of each subcommittee and our key success factors.

In addition, some of you will soon receive a survey. This survey seeks your input to the subcommittees to help them develop concrete solutions for some of the system-wide changes we are considering.

The HR TRANSFORMATION newsletter will keep you up-to-date on the progress of the District-wide Human Resources Transformation.

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TRANSFORMATION KICKOFF MEETING A SUCCESS

"It's a New Day!" proclaimed the banner hanging from the parallel bars at the Chevy Chase Community Center, as Patti LaBelle's song of the same name sang across the speakers.

On Thursday, June 16, more than 100 DCOP employees attended the Transformation Kickoff Meeting. Director Lisa Marin welcomed everyone, Deputy Mayor for Operations Herb Tillery spoke about the importance of DCOP's services for the entire government.

As with the other core agencies – OCP, OCFO and OCTO – DCOP's customers require our services to be fast, accurate and consistent 100% of the time. In particular, DCOP needs to focus on improving how we classify positions and hire and terminate employees.

Employees learned more about where DCOP is, according to focus groups of stakeholders, and also spent time discussing where we want to be. Speakers included Chief of Staff Brenda Emanuel and Andrea Morris, from the Center for Innovation and Reform.

Facilitated breakout sessions with report outs to the entire agency allowed employees to discuss how to achieve a new DCOP. The transformation process was introduced to the staff, and later in the day co-chairs of the Transformation Subcommittees met.

Fun activities included a get-to-know-you scavenger hunt, won by Alice Mason, Staff Assistant. In addition, staff collaborated to put together a puzzle of the world. To close the day, "Above and Beyond" awards were given out to nearly 40 staff members.

TRANSFORMATION COMMITTEES MEET

Since the Kickoff, the Steering and Task Force Committees have met twice, and the subcommittees have begun meeting weekly to identify strategies to improve the delivery of HR services and programs.

The subcommittees will focus on the District Personnel Manual, Recruitment, Classification Reform, PeopleSoft, District-Wide Personnel Infrastructure, Stand-Alone Systems Integration, and Data and Reports.

We are pleased to have representatives from more than 15 District agencies and Offices of the Deputy Mayors taking part in the transformation. Each subcommittee is chaired by a DCOP employee and a person from one of our client agencies, contains team members from different agencies, and has all levels of employees serving. Below are the Committee and subcommittee rosters:

Transformation Steering Committee

This is the guiding body that will provide strategic direction to the entire transformation process.

- Neil Albert, Deputy Mayor
- Herb Tillery, Deputy Mayor
- Brenda Emanuel, DCOP
- Turna Lewis, DCOP
- Lisa Marin, DCOP
- Teresa Quon, OAG
- Delores Sheperd, OCFO

Transformation Task Force

The Task Force manages the schedule and integration across all of the subcommittees.
- Ed Reiskin, Co-Chair, Deputy Mayor
- Brenda Emanuel, Co-Chair, DCOP
- Co-chairs of each subcommittee

District Personnel Manual (meets Weds. 2 pm)

This subcommittee is charged with revamping the DPM, examining policies, recommending changes to policies, and creating a user-friendly document that provides staff with an understanding of HR policy and management with guidance about how to employ HR policy.

- Barbara Bailey, Co-Chair, DHS
- Jessica Pimentel, Co-Chair, DCOP
- Gail Elkins, OAG
- Beverly Fields, OCME
- Jillian Gill, DCOP
- Denise Larue, DCOP
- Peter May, OPM
- Zondie Pendarvis, DCOP
- Neil Rodgers, DPR
- Sallie Thomas, DOC
- Camille Weithers, DCOP

Recruitment (Meets Weds. 2:30 pm)

DCOP must have the best processes to identify and hire the most qualified candidates to work for the District government. This subcommittee will analyze the recruitment process, make recommendations for improving the process, and identify software applications that may better support the process.

- Armetia Mobley, Co-Chair, DCOP
- Arnita Bonner, DCOP
- Sharon Cockett, MPD
- Jeanette Fields, DOH
- Nina Sober, ASMP
- Neil Stanley, DPR
- Toni Vines, DCOP
- Mike Watts, DYRS

Classification (Meets Thurs. 3 – 4:30 pm)

Proper job classification is a critical component of human resources. This subcommittee will analyze the current classification process and make recommendations for improvement, as well as identify opportunities to automate and streamline the process.

- Eric Bunn, Co-Chair, AFGE
- Emma Mapp, Co-Chair, DCOP
- Don Fishman, DPR

- Vernice Ford, DCOP
- Daniel Hernandez, DCOP
- Deborah Jones, DCOP

PeopleSoft (Meets Tues. 2:30 – 4 pm)

This subcommittee will determine how we can make PeopleSoft work most effectively for the District. The team will assess the viability of PeopleSoft and document processes for Manager Self Service, Benefits, Personnel Action Requests, Position Management, Hiring, and Employee Relations. The team will also standardize and document improved processes for each module using industry best practices.

- Fitzgerald Fant, Co-Chair, DCOP
- Carol Godley, Co-Chair, DCOP
- Arnita Bonner, DCOP
- Jackie Cox, DCOP
- Beth Durham, OCTO
- Klea Jackson, CFSA
- Sandy Lazar, OCTO
- Tracey Marin, DOH
- Amble Prasad, DYRS
- Marcus Pratt, DCOP
- Krishnavarapu Srinivas, DCOP

District-Wide Personnel Infrastructure (Meets Fri. 10 am)

This subcommittee will focus on identifying the most appropriate HR model to support the District government. Team members will examine best practices within other jurisdictions and gather data from District stakeholders to create an effective, efficient, seamless, and comprehensive HR system that meets and exceeds customer expectations.

- Marie-Claire Brown, Co-Chair, OCA
- Lisa Marin, Co-Chair, DCOP
- Deborah Bonsack, DPW
- Kate Jesburg, DHS
- Monica Lamboy, DOH
- Cheng-Szu Li, DCOP
- Darlene Mansfield, DCRA
- Ivy McKinley, DMH
- Diane Miller, DCOP
- Neil Rodgers, DPR
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Stand-Alone Systems Integration

In addition to PeopleSoft, DCOP supports several stand-alone systems. This team will conduct a stand-alone systems inventory, make recommendations for integration or elimination of systems, launch systems integration projects, and provide technical support to the other subcommittees.

- Tom Cosgrove, Co-Chair, DCOP
- Rosalind Inge, Co-Chair, DCOP
- Charles Brooks, DCOP
- Tom Frazier, DCOP

Data and Reports (Meets Mons. 11 am – 12 pm)

The District needs good management reports to be able to make informed business decisions. This subcommittee will determine and develop reports necessary to monitor the effectiveness of the new

District-wide HR system. Reports should cover individual agency performance and District-wide score cards for performance on HR functions. Reports should also cover intra-DCOP effectiveness, response time and production time.

- Brenda Emanuel, Co-Chair, DCOP
- Mary Montgomery, Co-Chair, DCOP
- Randi Blank, DCOP
- Charles Brooks, DCOP
- Beth Durham, OCTO
- Carol Godley, DCOP

We would also like to welcome Celeste Garcia, from Vision Consulting, who is facilitating the District-wide transformation effort.
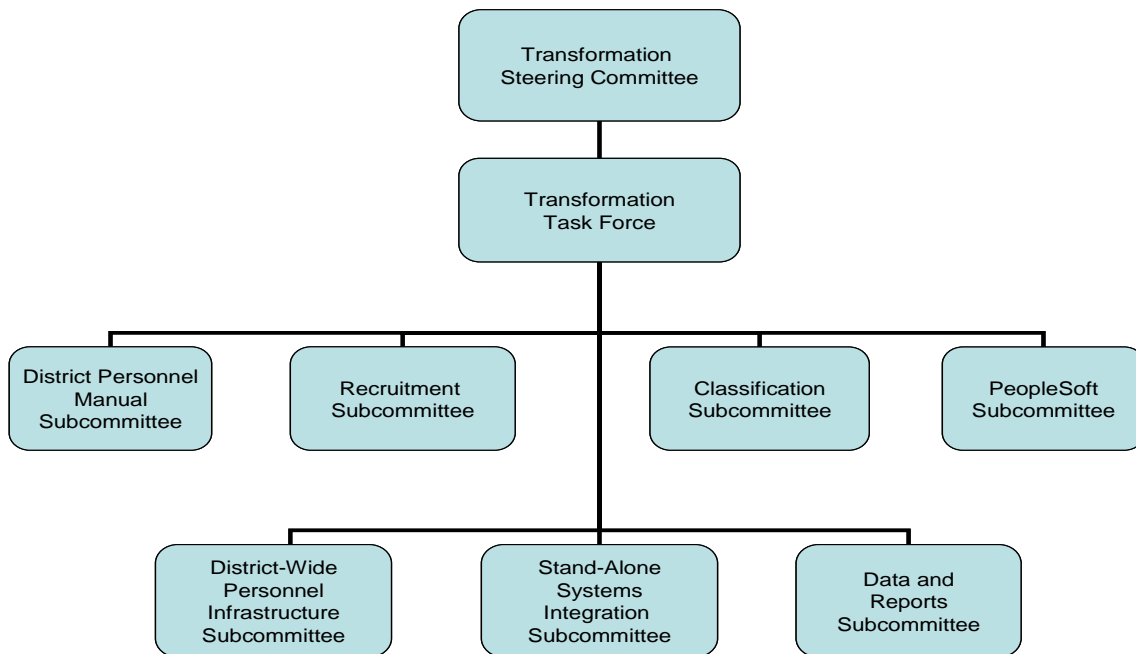
KEY SUCCESS FACTORS FOR DISTRICT-WIDE HR TRANSFORMATION

1. Streamlined and efficient processes

   ✓ Develop processes that support the agencies in achieving their missions by expediting the hiring, classification, and separation processes
   ✓ Ensure PeopleSoft applications are comprehensive and support HR business processes to create a seamless, streamlined and integrated HR process
   ✓ Integrate service delivery performance goals into District-wide HR delivery system
   ✓ Facilitate timely and accurate data input for personnel and payroll processing

2. Policies and systems to facilitate delivery of service

   ✓ Create a District-wide HR infrastructure that is based on best practice and grounded in sound policy
   ✓ Ensure fair, equitable and consistent application of HR policy
   ✓ Ensure HR policy is accessible and communicated in plain language
   ✓ Build an integrated information system that produces useful, consistent and accurate data and reports to support management decision-making.

3. Attract, recruit, promote, and retain the best people to serve the Government of the District of Columbia

   ✓ Assure a system of classification that leads to equal pay for equal work
   ✓ Create performance management and employee development programs that leads to a highly skilled and productive workforce
   ✓ Strive for total compensation that is competitive and in line with market rates
   ✓ Provide general public and District staff with an easy and accessible job application process that allows the applicant to track the status of their application

4. Skilled and knowledgeable human resources professionals who deliver outstanding customer service

   ✓ Ensure HR staff have the requisite skills and training to perform their jobs
   ✓ Deliver consistent policy guidance, based on best practices in human capital management, through a centralized source

Future issues if this newsletter will provide our customers and stakeholders with vital information on the progress of each of the teams and with the transformation in general.

If anyone is interested in joining one of the *subcommittees, or if you have any questions or comments, please email Celeste at* ***celeste.garcia@dc.gov****.*

D.C. Office of Personnel